



Ammunition Advocate



30 Mar 2004

Volume 3, Issue 1

The mission of the Executive Director for Conventional Ammunition (EDCA) is to manage and execute activities of a joint-Service nature necessary to carry out the responsibilities of the Single Manager for Conventional Ammunition (SMCA). Responsibilities include oversight of planning, programming, and budgeting for resources to accomplish the SMCA mission; coordinating SMCA related issues with the Services and the Office of the Secretary of Defense; and acting as the focal point on critical joint-Service SMCA issues.

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Lance Cpl. Samuel E. Irvin counts belts of ammunition to be distributed to Marines convoying to Iraq from Camp Victory in Kuwait on March 2, 2004.

Photo by: Staff Sgt. Bill Lisbon
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U.S. Army Materiel Command Gets a New Look

By Ms. Diane M. Smith

During November and December of 2003, the U.S. Army Materiel Command moved its headquarters from 5001 Eisenhower Ave., Alexandria VA 22333-0001 to 9301 Chapek Rd, Ft. Belvoir, VA 22060-5527. The command is now located in two side-by-side, modular construction buildings. The EDCA and Office of the EDCA are located on the second floor of Building One.

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Entrance to the new AMC Building One

Combat Ammunition Plan (CAP) for Artillery and Mortar Ammunition

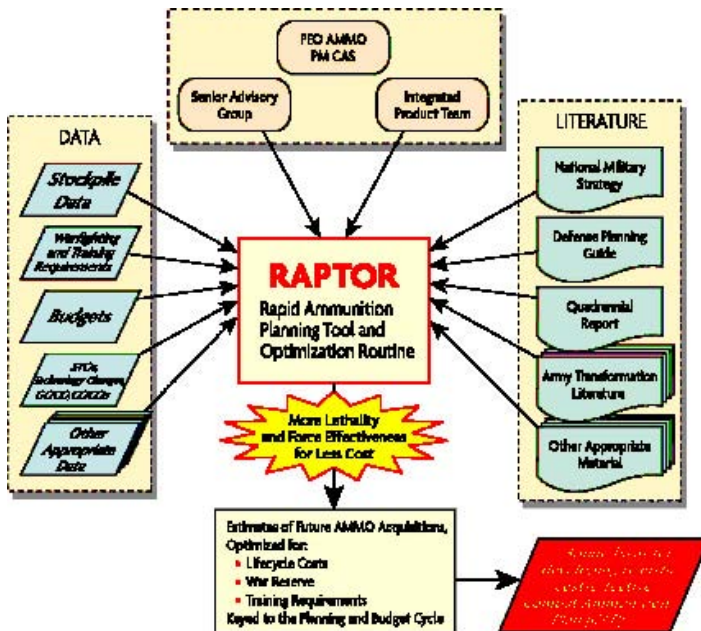
By Mr. John Irizarry

In late September 2003, Project Manager Combat Ammunition Systems (PM CAS) awarded the Altarum Institute, a nonprofit organization located in Ann Arbor, MI, a twelve month contract to develop a comprehensive Combat Ammunition Plan (CAP) for artillery and mortar ammunition. Once developed, the CAP will serve as a decision aid tool in the development of an overall PM CAS ammunition strategy roadmap for artillery and mortars. The roadmap will assist in ensuring that the Army always has on hand the necessary artillery and mortar

ammunition to accomplish its portion of the National Military Strategy (NMS). PM CAS is part of the Program Executive Office for Ammunition (PEO AMMO) structure.

To generate the CAP, the Altarum team is developing a software module called the Rapid Ammunition Planning Tool and Optimization Routine (RAPTOR). RAPTOR will take diverse inputs, such as existing program status, budgets, stockpile levels, warfighting and training needs, warfighting analysis, and industrial base capability, Science and Technology Objective, IR&D, manufacturing technology, producibility initiatives and SBIR initiatives and determine the optimal time-

phased strategy for managing the life cycle of artillery and mortar ammunition under resource constraints.



RAPTOR generates a time-phased acquisition option that, given the resources available, will enable the Army to acquire ammunition at a rate that will come as close as possible (in terms of a weighted, least-squares fit) to achieving the levels of ammunition needed to satisfy training and stockpile requirements, while ensuring optimal force effectiveness.

by PEO AMMO and PM CAS, respectively.

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Ms. Ruffin in an ISO container with Marine Corps .50 caliber ammo being processed through TSA Kuwait, 1 Aug 03

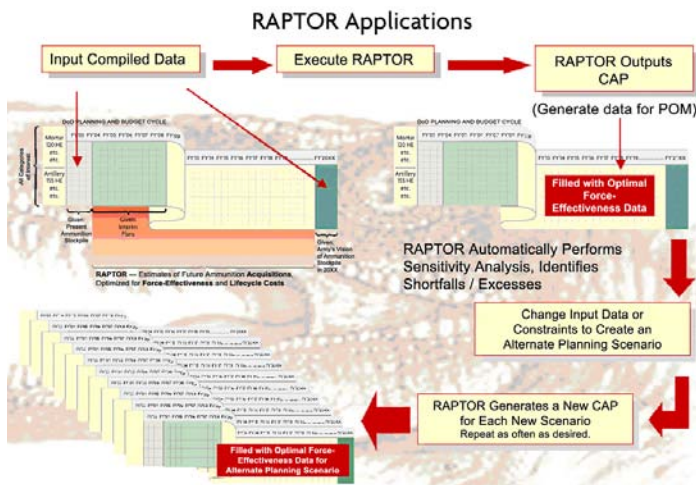
Ammunition Managers in the Field

By Ms. Gail Ruffin

I served as the Ammunition Manager in the Coalition Forces Land Component Command C-4 Ammunition Fusion Cell from 27 May 2003 to 30 Oct 2003 during Operation Iraqi Freedom.

I learned a lot about planning ammunition support at the theater level and executing ammunition support at the Corps and below. Many operations were very familiar to me because as a Reservist, I have lived the concept "train as you fight." The Fusion Cell brought together key ammunition representatives from the 377 Theater Support Command, 321 Theater Materiel Management Center, 38 Ordnance Group, and 321 Ordnance Battalion. I also worked with Marine Corps and U.S. Air Force personnel to provide ammunition and supply technical assistance.

I developed ammunition maintenance schedules, reviewed ammunition maintenance standing operating procedures, ordered packaging materials and ammunition peculiar equipment to repack an estimated 40,000 tons of ammunition to Reset the Force – the largest ammunition retrograde operation since Desert Storm. I traveled throughout Kuwait to ammunition storage locations at the Corps Storage Area, State Camps, 1st Marine Expeditionary Force at Camp Fox, and Al Jaber Air Base to assess the state of ammunition returned from the troops and to estimate the type and quantities of packaging



Fast, flexible, and designed to accommodate the dynamic DoD planning and budget environment, RAPTOR will enable PM CAS to quickly calculate an optimal CAP that reflects any changes in the planning environment whenever parameter values change. RAPTOR will also identify stockpile shortfalls and excesses.

To ensure customer satisfaction and acceptance, RAPTOR is being developed under the guidance of a Senior Advisory Group (SAG) and an Integrated Product Team (IPT), chaired



Javelin Missiles and Ms. Ruffin, Theater Ammunition Maintenance Facility, Arifjan, Kuwait

materials required to repack the ammunition.

I assisted ammunition personnel at units from theater down to division by supplying or coordinating delivery of a variety of supplies essential to ammunition operations including steel banding, CROP straps, and solar shades (picture on pg. 6) used to protect valuable PATRIOT and ATACMS missile assets from damage due to the heat degradation from storage in Kuwait.

I coordinated operations with Kellogg, Brown and Root, LOGCAP Class V Retrograde contractors, to set up and operate the JAVELIN missile repack operation, the first maintenance operation in the newly constructed Theater Ammunition Maintenance Facility (TAMF), Camp Arifjan, Kuwait. GEN Kern, CG AMC, and MG McManus, CG AFSC, visited the TAMF during this operation.

I found my time in Kuwait to be very rewarding and a great experience both as an Ammunition Manager and the head of the Missile and Munitions Division, 9 Theater Support Command. I enjoyed making new acquaintances and seeing old friends still supporting the ammunition mission. There were a few inconveniences. I chose to live in a tent the entire time and ate much more dust and dirt than I care to describe. It is very hot in the summer, but temperatures were quite pleasant as I departed. Camp Arifjan life support and recreational facilities continued to improve daily.

An assignment to Kuwait provides a unique opportunity to participate in many facets of ammunition support in theater that one may not experience anywhere else in their careers. I encourage other Ammunition Managers to select an assignment in Kuwait, whether to learn new skills or to contribute their experience and knowledge to this challenging ammunition operation.

This article, reprinted with permission from an article in the "Ammunition Management Career Program Information Memorandum" dated January 2004, was written by Ms. Ruffin while she was still in Kuwait

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The Need to Design for Demilitarization

By Mr. Gary Mescavage

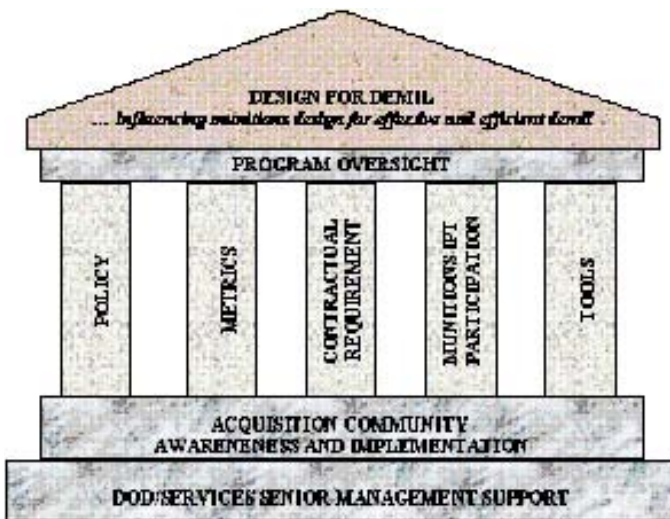
Demilitarization of obsolete conventional munitions is a strategic function that reduces the logistics burden and enhances readiness for the Warfighter. Execution of this function is being successfully carried out through coordinated efforts within the Department of Defense (DoD). In recent years, the acquisition community has become increasingly aware that to further enhance demilitarization (demil) operations and improve Warfighter readiness, it is crucial to incorporate demil considerations early in the life cycle of a conventional ammunition product or system. This early consideration facilitates demil, disposal or recycling at the end of its useful life – in other words, "Design for Demil" (DFD).

Historically, demil was primarily accomplished through open burning and open detonation (OB/OD), and the munitions design had little concern with the ability to execute demil effectively and efficiently. Alternatives to OB/OD are now being developed and fielded that enhance demil execution by closed disposal technologies and employment of resource recovery and recycling (R3) processes. Since the efficiency and effectiveness of these technologies depend on the munition's design, decisions made early in the life cycle have an impact on end of life cycle demil operations and product life cycle cost. While achieving optimal item performance remains the paramount munitions design objective, considering demil requirements early can reduce the cost and environmental impact of demil operations and maximize opportunities for R3.

In December 2002, an opportunity to fully implement DFD across the Services was introduced when the Product Manager for Demilitarization (PM Demil) was established as part of the Project Manager for Joint Services and PEO AMMO. As chartered, PM Demil has the responsibility for life cycle management for the demilitarization and disposal of munitions and tactical missiles for all Services, DoD and other Government agencies. DoD and Services' senior leadership have supported DFD through memorandums, policy, and publications (for example, DoD Instruction 5000.2 and the DoD Interim Defense Acquisition Guidebook). DFD was made a key strategic goal of the PM Demil Strategic Plan approved 1 August 2003 and resulted in establishing a multi-service DFD IPT.

The DFD IPT was kicked off May 2003 with representation from all Services. This IPT developed a DFD implementation strategy that was approved by PM Demil. The

strategy identifies several activities, represented as “pillars” in the figure below, necessary to support the goal of DFD. Clear policy, metrics, specific requirements language, representation on ammunition developers’ IPTs, and tools that facilitate design are essential to support a successful DFD program. Senior leadership backing, together with the support and implementation of the acquisition community must be present to ensure implementation of the pillar activities. PM Demil program oversight is important to achieving success of the strategic goal. These elements form an integrated program providing a sound strategy for making DFD a reality. Detailed definition and initial implementation of the DFD program will be performed in FY 2004.



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Fact or Fiction: The AFCOMAC Senior Officer Orientation Course

By 1st Lt Jared B. Eros

Do you ever wonder what it takes to get munitions from a Munitions Storage Area (MSA) to the flightline? Have you ever questioned how a change in the “frag,” or fragmentary order (munitions required to meet the air tasking order), during a contingency affects the Ammo community? Below are a few of the prevailing speculations on how the Ammo community handles these changes:

- The existence of what is known as the legendary

“Bomb-Fairy”: Although the sightings seem to occur as often as Bigfoot and UFOs, currently no video or photographic evidence exists. *Unsolved Mysteries* may do a special on this phenomenon.

- Ammo Extrasensory Perception: This theory relies heavily on the idea that Ammo troops are highly tuned into the thoughts and plans of the Intel/Ops/Senior Level decision-makers and already have the “frag” change assembled before it’s requested. Unfortunately, the Psychic Friends Network recruit heavily at MSAs all over the world.

Sound a little far-fetched? OK...sure it is, but it’s important for senior Air Force leaders to understand the complex planning and production it takes for Ammo to “make the mission.” The Air Force Combat Ammunition Center (AFCOMAC) at Beale AFB, California teaches exactly this nine times a year.

The SOO Course, or Senior Officer Orientation Course, is designed for DoD Majors/GS-11 through General Officers/SES in Logistics and Operations career fields. It serves as a companion course to AFCOMAC’s three week Combat Ammunition Planning/Production (CAPP) Course. The CAPP is comprised of four company grade officers and 66 enlisted members of various ranks. During the third week of this class, in an exercise known as IRON FLAG, these 70 students are tasked with an intense “frag” that must be built to support sorties that are often mirrored in a deployed location during a contingency. Only 16 classes have made the “frag” in the past 18 years, so “bragging rights” are on the line for those that succeed.



Mr. Risner, O/EDCA, in blue hat, participating in the AFCOMAC

The SOO course is conducted during the first two days of this exercise, and is often vital to the success of the CAPP class. The course is broken down into two days: one day of classroom instruction and one day in the field. During this time, senior leaders are provided broad, but detailed, “hands-on” exposure to the various aspects of flightline munitions planning and production in a combat environment.



AFCOMAC students work the 500 pound bomb line

The first day is a down and dirty exposure to the world of USAF Ammo. The first half of the day is spent in seminar learning topics ranging from explosives safety and conventional munitions planning, to accountability, re-supply, and sustained production techniques. The second half of the day is spent with our instructors and advisors in the Ammo 101 bays. Here, senior officers are exposed to all the components they will be assembling on the munitions pads the next day and get to practice building a few of the bombs.

The second day is spent entirely in the field. Students begin the day with a tour of the Munitions Storage Area, including production/teardown pads, storage facilities, and the hub of any munitions operation: the munitions control room. Then it's time for "the rubber to meet the road." Senior officers serve as first level augmentees for the duration of the day, often times in bitter cold and rain or extreme heat. Needless to say, it enhances the operation's realism. After an exhausting eight hours of lifting heavy fins and pushing 2000 lb. bombs, a short break-out session with the class is held

discussing what they saw on the production pads: the good, the bad, and the ugly.

So how do senior leaders get into this class? Believe or not, it could be as easy as making a phone call or sending an e-mail. There are 16 students per class and nine classes a year. Each Air Force major command has a quota to fill, and the individuals that fill this course base their inputs on those that are interested in attending and those who would benefit most from the course (i.e., pilots, intel, etc.). The student demographics have varied. More than 1100 students have graduated to date, including generals, SES civilians, and wing, group, and squadron commanders.

The benefits of this course are three-fold. First and foremost, it allows senior officers to see the complex logistical aspects of getting munitions to the flightline and how changes in the "frag" affect this process. Second, it allows the students to use augmentees in the field, something they won't often see until deploying to an overseas location. How they choose to use these augmentees often determines their success during the class and whether or not they "make the frag." Last, it provides an important arena for the cross flow of thoughts and ideas between senior leaders that might otherwise never occur. As mentioned earlier, the make-up of each class is diverse, and it is this diversity that time and again provides us some of the best discussions and debates.

And now the best news of all: AFCOMAC pays the bill! We are an Air Force-level school and are funded to pay for all students that travel TDY to Beale AFB every year; more than 770 Ammo troops and senior officers/civilians have done so. The SOO course is only two days, which minimizes time away from home station and this is a plus for those with tight schedules. So what are you waiting for? Join us at AFCOMAC for the next available SOO course.

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The pictures below are from one AFCOMAC SOO course flightline operations exercise in 2002





Ms. Ruffin, June 2003, showing that the solar shades keep munitions cool enough to touch the metal MLRS containers during the heat of the day.

MTMC Changes Name to SDDC

By Ms. Diane M. Smith

For anyone who missed the word, on 1 January 2004 the Military Traffic Management Command (MTMC) changed its name to Military Surface Deployment and Distribution Command (SDDC). The Chief of Staff of the Army approved the name change to reflect the command's critical role in deploying the force and its emphasis on end-to-end distribution operations in support of Warfighters. The name

change should also better depict the service and performance the command provides to global operations.

Staff telephone numbers did not change but the email addresses changed by replacing "MTMC" with "SDDC" after the "@" symbol in the email address.

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Update: Single Manager for Conventional Ammunition (SMCA) Publications, DoDD 5160.65 and DoDI 5160.68

By Mr. Jim Risner

The Washington Headquarters Service (WHS) placed a new coordination requirement on DoDD 5160.65 and DoDI 5160.68 that is causing their release to be delayed. The DoDD is now fully coordinated and is going forward for signature. The DoDI, which was signed on 22 Dec 03, will be released after the DoDD is signed. Final versions are not expected to be available on the DoD website (<http://www.dtic.mil/whs/directives/>) for several weeks.

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Superior Civilian Service Award Earned

By Ms. Diane M. Smith

Ms. Gail Ruffin, Headquarters, U.S. Army Materiel Command (AMC), G-3 Support Operations, received the Superior Civilian Service Award from Mr. Gary Motsek, AMC, Deputy G-3 Support Operations. The award was given for her dedication, technical expertise and organizational skills while assigned to the Coalition Forces Land Component Command in Kuwait from 18 May to 1 November 2003. Ms. Ruffin contributed significantly to the success of the mission by setting up, work loading, and running the Javelin missile packaging operation which was the first maintenance operation run in the Theater Ammunition Maintenance Facility, Camp Arifjan, Kuwait.

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Mr. Motsek presents award to Ms. Ruffin

Editor's Note

This newsletter has articles that cover the full life cycle from acquisition strategy to demilitarization. We want to be able to continue to provide this broad scope of useful information; however, to do that we need input from our readers. If you benefited from an experience in the munitions field or if you are working on a new way of doing business, there are probably others out there who could learn from you. Write up a few paragraphs about your experience and we'll try to fit it into the next newsletter. Articles are accepted at any time.

We would like to have articles submitted from various offices that deal with conventional ammunition in each of the Military Services. Feel free to email your draft article to me at our office address listed below or at my individual email address: diane.m.smith@us.army.mil. Note, these addresses have changed. We are looking for articles up to one page in length that tell the story of projects being worked or stories that might share information with the ammunition community. Include pictures whenever possible. If you provide the photographer's name, proper credit can be included in the newsletter.

Feedback on this newsletter is appreciated. We are trying to produce a useful newsletter that contains items of interest to everyone in our community.

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Opinions expressed in this newsletter are not necessarily official policy or endorsed by DoD.

We hope you enjoyed reading our newsletter and we hope it was informative. We encourage feedback.

If you want more information about a particular topic discussed here, please contact the author directly. Also, if you would like to submit pictures or an article for a future newsletter, please contact us via phone or email. Our point of contact information is shown to the left.

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